



DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE MATERIEL COMMAND
WRIGHT-PATTERSON AIR FORCE BASE OHIO

MEMORANDUM FOR ALHQCTR/CC/CL
ALHQSTAFF
ALINST/CC/CL

22 FEB 2011

FROM: AFMC/CC
4375 Chidlaw Road
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SUBJECT: State of the Command - 2011

1. As we begin 2011, I would like to highlight some of your accomplishments over the past year and address our focus for this year. AFMC's top priorities, a microcosm of our AF priorities, will fundamentally stay the same:

- Continue to Strengthen AFMC's Role in the Nuclear Enterprise
- Implement Effective and Efficient Integrated Life Cycle Management
- Recruit, Train, and Retain a High Performing Workforce
- Nurture and Protect our People and Families
- Be Good Stewards of Government Resources

2. Continue to Strengthen AFMC's Role in the Nuclear Enterprise

Nuclear surety remained the Command's #1 priority, and AFMC established nuclear priorities to refine the Command's focus and promote continuous improvement while strengthening its role in the Nuclear Enterprise. Our professionals solidified gains made in the standup of the AFMC Strategic Deterrence and Nuclear Integration Directorate (A10), the buildup of the Air Force Nuclear Weapons Center (AFNWC), the Logistics Directorate's (A4) reorganization of its nuclear functions into new branches and divisions as they evolved their nuclear oversight, and the installation of the Air Force Program Executive Officer for Strategic Systems.

Multiple staff assistance visits and inspections helped identify deficiencies to provide Commanders the insight to make necessary adjustments to their programs and improve day-to-day operations...promoting a zero defect nuclear culture. Furthermore, aligning Weapon Storage Areas (WSAs) under AFMC leadership stabilized nuclear reentry system production with the net effect of higher alert rates and a safer fielded force for the warfighter. In March, AFMC successfully directed the Nuclear Weapons Related Materiel (NWRM) Worldwide Inventory (WWI)—13,400 assets were inventoried with a 98.5% accuracy rate across the enterprise. A later WWI, in September, inventoried 13,644 assets with an accuracy rate of 99.76%. Additionally, the Command recently stood up the 24/7 Sustainment and Integration Center at AFNWC to monitor nuclear activities within the enterprise, to include tracking location and count of USAF NWRM, further enhancing positive inventory control.

These gains will allow us to confidently face future challenges. Modernization efforts across our strategic nuclear forces will be key in 2011. AFNWC and WSAs will continue to aggressively pursue 100% accuracy and accountability of our nuclear assets. We will continue to be responsive to Air Force Global Strike Command's and United States Air Forces in Europe's most pressing sustainment needs as we prepare to execute and support the Nuclear Posture Review and New

War-winning capabilities ... on time, on cost

Strategic Arms Reduction Treaty. In all, our Nuclear Enterprise is gaining strength through your hard work, professionalism, and dedication.

3. Implement Effective and Efficient Integrated Life Cycle Management

As part of the Acquisition Improvement Plan, AFMC established clear lines of authority and accountability within our acquisition organizations: On 30 June 2010, we completed the organizational structure transformation of the Product Centers, Sustainment Centers, AEDC, and AFSAC from a Wing/Group/Squadron to a Directorate/Division/Branch construct, one of the largest single simultaneous reorganizations in AFMC history. As a result, we created a total of 11 new Program Executive Officers. Additionally, we championed improvements to the requirements generation process, and made significant strides to ensure solid requirements and traceability to available resources—ultimately leading to greater confidence in achieving acquisition success.

Within the four AFMC mission areas—technology, acquisition, test, and sustainment—we strive to new heights and excellence every year. The Air Force Research Laboratory is working closer than ever with our users to identify capability gaps and develop technologies our warfighters need in the future. The Product Centers are refining processes to acquire the best tools and weapons for the fight, including the much-awaited KC-X tanker. The Air Force Flight Test Center continues to execute F-35 aircraft test events in support of the highly anticipated US and allied weapon system. In addition, our sustainment arm continues to reach across all programs to ensure we have affordable, sustainable assets in the USAF arsenal.

Several new and continued logistics support initiatives are improving our support to the warfighter and increasing efficiencies within the Command, including Maintenance Steering Group-3, High Velocity Maintenance, and Repair Network Integration. Together with our emphasis on the life cycle logistics workforce, AFMC is transforming the way we manage cradle-to-grave life cycle logistics and we are starting to see real results. We made great strides in 2010, and must continue to aggressively target life cycle efficiencies in 2011.

4. Recruit, Train, and Retain a High Performing Workforce

AFMC is the only major command with over three times more civilians than active duty members. The synergy between our active duty Airmen and civilians creates a force of expertise unlike that in any other enterprise. We continue to recruit only the best personnel and provide them with unparalleled training. In 2010, AFMC utilized \$75M through the DoD Acquisition Workforce Development Fund to fill 953 of 1,054 allocations, with an additional 270 approved for FY11. Additionally, we certified over 300 professionals within their career fields, in part as a result of training at the AFNWC Nuclear College and through acquisition workforce courses.

As a part of our focus on training and hiring, AFMC standardized many engineering and contracting performance processes to increase flexibility for our workforce to seamlessly move from one project or organization to another. AFMC also established and implemented new policies for functional management of its acquisition, contracting, financial management, engineering, and personnel workforces. As an added challenge, AFMC converted over 12,500 positions from NSPS to GS in one-third the time allotted by Congress, while training over 3,000 supervisors throughout the transition.

Our focus through the year will be to continue hiring highly qualified personnel of diverse backgrounds, training our personnel with standardized processes, and meeting the needs of our workforce as we excel in our mission.

5. Nurture and Protect our People and Families

July 2009 through July 2010 was designated the "Year of the Air Force Family," a time to bolster housing, education, and other needs of our members and their families. Privatized housing at four AFMC bases provided 342 new homes and 308 renovated homes for our families. Several other bases are on the same path, taking steps to plan new and revitalized neighborhoods. AFMC demolished five surplus dorms while renovating 14 others, and increased occupancy from 88 to 93%.

AFMC's safety and health program remains a top concern. I emphasized the need for supervisors and wingmen to be "intrusive" into travel and recreational plans, while stressing accountability and risk management. You responded; AFMC significantly reduced the frequency of mishaps. Though not required by USAF or the DoD, we now track civilian off-duty fatalities due to mishaps as a means of identifying risks and developing mitigation strategies. The loss of any Airman, civilian or military, impacts us personally and our ability to execute the mission.

In 2011, we will focus on resiliency, suicide awareness, and continual self-improvement in our social, mental, physical, and spiritual well-being. AFMC's "Year of the Community College of the Air Force" campaign began in January, and you will see many new initiatives at the National Museum of the USAF, in our Child Development Centers, and in Civilian Health Programs.

6. Be Good Stewards of Government Resources

In a time of reduced budgets, proper stewardship of taxpayer dollars remains a key focus across the Command and the USAF. Over the past year, it was clear to me that energy and resource conservation is becoming the norm within every corner of AFMC. Unnecessary lights are turned off, recycle bins are filled, and travel funds are conserved through thoughtful, deliberate action. By leveraging renewable energy initiatives at each installation, along with energy awareness campaigns, we effected positive changes in behavior. AFMC awarded 42 facility energy projects valued at \$30.9M this year, and has 75 poised to start in 2011 to generate additional energy savings. Energy conservation will continue to play a critical role as we implement process and organizational efficiencies throughout 2011.

We activated the Enterprise Sourcing Group with the mission to reduce redundant goods and services acquisition through strategic sourcing initiatives. We also developed the first-ever USAF Science & Technology Strategy to focus current and future investments to make the most effective use of limited funding. Finally, AFMC continues to scour our activities and identify savings opportunities in response to the challenge from the Secretary of Defense to improve the effectiveness and efficiency of our business operations.

7. We can reflect on our many accomplishments over the past year with pride. AFMC's capable and professional workforce continues to execute the mission with resolve and excellence, and I thank each of you for your tremendous contributions to the USAF. With your support and dedication, we will move forward in this ever-changing environment, assured that we will rise to any challenge, and achieve our mission: To deliver *War-Winning Capabilities – On Time and On Cost!*

*Great job team! with your
help we will meet the
challenges of '11 & '12 as
well.*


DONALD J. HOFFMAN
General, USAF
Commander